



Police Department

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**DEPARTMENT GENERAL ORDER 20-22**

OFFICE of the CHIEF OF POLICE  
REPLACES/AMENDS: General Order 01-06

DATE: September 28, 2020

**PERSONNEL EARLY INTERVENTION SYSTEM**

**I. POLICY.**

It is the policy of this department to provide a system for tracking and reviewing incidents of risk to this Department and involved personnel. The Personnel Early Intervention System shall be a means to identify and assess a person's performance and intervene where appropriate. To accomplish this, the Department shall use the Guardian Tracking software system. Guardian Tracking will not only be used as an early warning/early intervention system, but to also track and reward the positive performance of Department members.

**I. PURPOSE.**

A comprehensive Personnel Early Intervention System is an essential component of a well-managed law enforcement agency. The early identification of potential problem employees and a menu of remedial actions not only increase the agency's level of accountability, but also offer employees a better opportunity to comply with the department's values and mission. This policy is intended to assist supervisors and commanders in identifying personnel whose performance warrants review and, where appropriate, provide intervention in circumstances that may have negative consequences for the individual person, fellow personnel, the Department and/or the general public. This intervention is intended to assist personnel who exhibit signs of performance and/or stress related problems, in order to prevent allegations of misconduct and disciplinary action.

The Personnel Early Intervention System is a tool to assist supervisory personnel in monitoring personnel performance. The availability of the system does not diminish the responsibility of supervisors to directly monitor the performance and behavior of personnel daily. Supervisors shall be familiar with alternative actions they may take in response to personnel exhibiting behavior problems.

To avoid the undetected escalation of minor offenses, supervisors and Commanders shall report any infractions of the law, City of Clayton Personnel Policies and Procedures Manual, or this Department's General Orders/Policy and Procedures Manual so that corrective action may be taken. Consideration shall be given to remedial training/re-training, counseling or disciplinary measures to correct undesirable behavior. (CALEA 35.1.9 f and g)

## II. DEFINITIONS.

Early Intervention System - A process whereby supervisory observation generates concern that a subordinate's behavior has negatively changed or is out of norm, and that a continuation of such behavior may pose a potential problem for both the employee and the organization.

## III. REPORTS, RECORDS AND EARLY INTERVENTION (CALEA 35.1.9 a, b, c, d).

- A. The Commander of the Criminal Investigations Division shall be responsible for compiling Department data from the Guardian Tracking system regarding generated reports and records of the following targeted incidents:
  - 1. Attendance
  - 2. Complaint/ External
  - 3. Complaint/Internal
  - 4. Compliance/Dept. & City Policies
  - 5. Counseling
  - 6. Deficient Work
  - 7. Preventable Employee Accident
  - 8. Use of Force
- B. Each incident shall be tracked and entered within the proper category, with each incident counting as one point.
- C. The Guardian Tracking system helps identify employees who have developed a pattern of behavior which indicates an early intervention may be necessary. When any person who has exceeded a collective total of four points, in any category(s), within a six-month time period, or two points in one category within a six-month period, the Early Intervention tab in Guardian will be displayed in red and an email will be sent to that person's hierarchy of

supervisors. This tab will only be displayed in red for the person's supervisors, not the person involved, and it will remain displayed in red until an intervention response has been created.

- D. Before creating a response, the immediate supervisor shall review other past entries on the involved person and inform the Platoon, Division or Bureau Commander of an explanation as to why the performance and/or behavior does or does not require corrective action, or recommend further action be taken.
  - 1. If no further corrective action is required then the Supervisor shall open the "Early Intervention" tab, click "Post Response" and make an appropriate entry.
  - 2. If further action is recommended, then the supervisor shall document it in writing and submit to the Commander. The Commander shall establish a meeting date, then all three (Department Member, Supervisor and the Commander) shall meet to discuss the report and other relevant information. After the meeting, an appropriate response shall be made in the Guardian Tracking system.

#### IV. DOCUMENTATION AND REVIEW PROCESS.

- A. The Commander of the Criminal Investigations Division shall annually review the collected data and information for the most recent 12-month period for personal involvement in the above listed incidents. The Commander shall send written notification to the respective supervisor of any person who has exceeded a collective total of four points, in any category(s) with a six-month time period or two points in one category within a six-month period. This review shall be done as part of the Commander's annual review and evaluation. (CALEA 35.1.9 e)
- B. Upon receipt of notification, the person's immediate supervisor shall review the notice and all documentation relating to the specific issue(s) and the person's total performance.
- C. After the review, the immediate supervisor shall either:
  - 1. Respond with an explanation as to why the performance and/or behavior does not require corrective action (ex: All three pursuits were within policy and there were no concerns noted upon administrative review of each pursuit), or
  - 2. Establish a date and time to meet with the Platoon, Division or Bureau Commander and the Department Member.

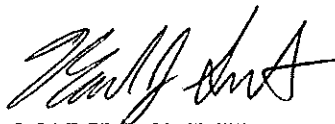
- D. If the Platoon, Division or Bureau Commander received and concurs with the immediate supervisor's determination that no further action is necessary, then the Commander will document and forward it to the Chief of Police.
- E. If the immediate supervisor establishes a meeting date, then all three (Department Member, Supervisor and Commander) shall meet to discuss the report and other relevant information. The Department Member shall be informed of the purpose of the meeting and that the meeting is proactive and non-disciplinary in nature. The results of the meeting shall be used to determine if corrective action is needed. This action may include, but is not limited to: (CALEA 35.1.9 g and h)
1. Informal counseling and monitoring by the immediate supervisor.
  2. Remedial or additional training.
  3. Referral to the City of Clayton's Employee Assistance Program.
- F. Based upon discussion with the Department Member, the member's Platoon, Division or Bureau Commander will document and forward to the Chief of Police. The Chief of Police shall review the recommendation with the Commander and finalize the corrective action to be taken.

V. EVALUATION OF SYSTEM (CALEA 35.1.9 e).

The Personnel Early Warning System will be reviewed and evaluated annually by the Commander of the Criminal Investigation Division.

A report will be prepared detailing the number of instances where department intervention regarding problem employees was required, and an evaluation made as to the effectiveness of the early warning system. Should revisions in the process be needed to make it more effective, they shall be documented and forwarded to the Chief of Police for staff discussion.

BY ORDER OF:



MARK J. SMITH  
Chief of Police

MJS:sak

CALEA Reference: 35.1.9