



County of Fairfax, Virginia

MEMORANDUM

DATE: May 7, 2015

TO: Lieutenant Colonel Tom Ryan
Deputy Chief of Police

THRU: Michael Kline, Major
Commander, Internal Affairs Bureau

FROM: David J. White, Second Lieutenant
Inspections Division 

SUBJECT: Early Identification System Statistics

REF: 15-INSP-015

The Fairfax County Police Department (Department) utilizes an Early Identification System (EIS) which is designed to help assess and evaluate certain employee performance indicators and quickly address any identified concerns.

Background

In 2000, a workgroup was formed to examine IA Professional's (IA PRO) Early Warning System (EWS). IA PRO is a comprehensive software program designed for the use in managing Internal Affairs investigations. The workgroup provided recommendations on what thresholds should be implemented to alert the Department of potential employee issues or problems. The EWS was implemented and used by the Department. However, the use of the EWS was stopped at some point prior to 2004.

In October 2011, staff assigned to the Inspections Division, Internal Affairs Bureau attended a conference on the IA PRO software currently used by the Department. The conference included discussions and training on the creation and implementation of an EWS. The Inspections Division recommended that the Department, specifically the Internal Affairs Bureau, establish an early warning program. However, the name was changed to Early Identification System (EIS). On November 5, 2012, the Department issued Standard Operating Procedure (SOP) 12-046 titled Early Identification System (Attachment A). The first EIS reports soon followed.

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Fairfax County Internal Audit Office

The Fairfax County Internal Audit Office conducted an audit on the Departments administrative investigation process¹. The audit report (Attachment B) was published in April 2013. The audit was conducted in 2012 at the same time the Department was implementing the EIS. The audit report stated on page 2:

...the FCPD did not utilize an early identification system or formal monitoring process to identify, train and work with members for whom data indicators suggest a relatively high number of complaints, or other patterns of behavior, which should be reviewed. However, management has advised and is taking steps to establish the Early Identification System (EIS) using IA PRO, beginning July 1, 2012.

The audit report identified areas for improvement (page 3) which stated:

Management information capabilities of the IA PRO system could be more fully utilized to implement an early identification system. This is a proactive approach to identifying trends and potential risks in the history of complaints by department member, station, shift, complaint type, etc. that would indicate potential job performance or management issues which could benefit from early intervention.

On Page 6, the auditors recommended:

We recommend a more formal approach to monitoring the Internal Affairs data trends and potential risks as a best practice in management oversight, and worthy of additional resources. Such monitoring would enable the FCPD to identify potential risk areas or department members that would benefit from early intervention and assistance, as a safeguard for the department and the public.

During the summer/fall of 2013, the Internal Audit Office conducted a follow-up review to determine the implementation status of agreed upon recommendations noted in the Police Administrative Investigations Audit report. The Internal Audit Office wrote in a memorandum to Colonel Edwin Roessler dated September 18, 2013:

We would like to take this opportunity to note that it appeared the Police Department has done a particularly good job with the initial implementation of the Early Identification System (EIS), given that the department currently has limited resources to support the system's IA PRO database.

¹ The audit report is Police Department – Internal Administrative Investigation Process Audit (Audit #12-10-02). The audit is available for review at www.fairfaxcounty.gov/audit/reports.htm.

Early Identification System

EIS is an automated tool to identify employees (sworn and non-sworn) who may be in need of additional monitoring, guidance, services, or training. In order for an EIS report to be generated on an employee, the employee must have met the criterion of at least four incidents during the previous quarter (three months) or at least five incidents during the last six month period. Incidents are any administrative investigations, cruiser crashes, dissatisfaction of service complainants, pursuits, human relations complaints, any use of force, excessive force allegations, civil lawsuits, de-arrests, injured prisoners, racial profiling allegations, missed assignments, and standards of conduct.

The EIS reports are produced each quarter by the Inspections Division. The quarterly reports include the following dates for the previous quarter and the previous six months:

EIS Report #1	January 1, 20XX to March 30, 20XX October 1, 20XX to March 30, 20XX
EIS Report #2	April 1, 20XX to June 30, 20XX January 1, 20XX to June 30, 20XX
EIS Report #3	July 1, 20XX to September 30, 20XX April 1, 20XX to September 30, 20XX
EIS Report #4	October 1, 20XX to December 31, 20XX July 1, 20XX to December 31, 20XX

EIS reports were first generated on December 5, 2012 and consisted of two separate memorandums, one for the three month report and one for the six month report. The second set of EIS reports were generated on February 1, 2013 and still consisted of two separate memorandums. However, the production of two separate memorandums caused confusion among commanders and caused unneeded stress on the employee. Therefore, beginning on May 1, 2013, the Inspections Division created a new EIS report (Attachment C) which combined the three month report and the six month report.

Once the EIS reports are completed, the original reports and an EIS summary report are provided to the Chief of Police for review. After the review, the original EIS reports are forwarded to the affected employee's commander for review and action. The named employee is required to sign the EIS report. The commander then has thirty days to provide a written response to the Inspections Division. The written response includes a review of the listed incidents and what, if any, action was implemented. Action implemented can range from training, coaching, monitoring, and counseling.

Each EIS report and commander response is maintained within a file (Year EIS #) and stored in the Inspections Division.

Early Identification Statistics

The following are the EIS statistics:

EIS #3 2012:	Total Officers Alerted:	13
	Total Officers Three Month Alerts:	13
	Total Officers Six Month Alerts:	6
EIS #4 2012	Total Officers Alerted:	27
	Total Officers Three Month Alerts:	16
	Total Officers Six Month Alerts:	24
EIS #1 2013	Total Officers Alerted:	18
	Total Officers Three Month Alerts:	7
	Total Officers Six Month Alerts:	17
EIS #2 2013	Total Officers Alerted:	19
	Total Officers Three Month Alerts:	6
	Total Officers Six Month Alerts:	18
EIS #3 2013	Total Officers Alerted:	30
	Total Officers Three Month Alerts:	12
	Total Officers Six Month Alerts:	29
EIS #4 2013	Total Officers Alerted:	28
	Total Officers Three Month Alerts:	10
	Total Officers Six Month Alerts:	25
EIS #1 2014	Total Officers Alerted:	20
	Total Officers Three Month Alerts:	10
	Total Officers Six Month Alerts:	15
EIS #2 2014	Total Officers Alerted:	18
	Total Officers Three Month Alerts:	6
	Total Officers Six Month Alerts:	18
EIS #3 2014	Total Officers Alerted:	31
	Total Officers Three Month Alerts:	12
	Total Officers Six Month Alerts:	26

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EIS #4 2014	Total Officers Alerted:	32
	Total Officers Three Month Alerts:	7
	Total Officers Six Month Alerts:	31
EIS #1 2015	Total Officers Alerted:	24
	Total Officers Three Month Alerts:	8
	Total Officers Six Month Alerts:	23