

**TITLE:** Early Identification System

**SOP NUMBER:** 12-046

**EFFECTIVE DATE:** 11-05-12

**REPLACES/RESCINDS:**

fcpd sop  
fcpd sop

## **I. PURPOSE**

The purpose of this standard operating procedure is to establish the policy, responsibilities, and procedure for the administration of the Early Identification System (EIS).

## **II. POLICY**

The purpose of an EIS is to identify officers or employees who show significant symptoms of job stress, personal problems, or poor job performance, and who may be in need of additional monitoring, guidance, services, or training. It is recognized that early intervention where an issue exists that is negatively impacting the employee's job performance will aid both the employee and the Police Department. The EIS is designed to help assess and evaluate certain employee performance indicators and quickly address any identified concerns.

The EIS is not intended to be, nor shall it be used to impose new discipline on any employee simply as a result of the EIS report. The EIS is intended to identify a very small number of employees where some form of assistance will prevent worse problems from developing and before the need for disciplinary action arises.

## **III. TERMINOLOGY**

**Early Identification System (EIS):** An automated tool to identify employees who may be in need of additional monitoring, guidance, services, or training.

**IAPro:** Software utilized by the Internal Affairs Bureau to track administrative investigations, citizen complaints, and use of force incidents.

**Monitored Incidents:** Types of occurrences that will contribute toward a threshold triggering an employee identification report. These include: administrative investigations (including cruiser crashes); PD 206 and initial inquiries; forced entries; de-arrests; off-duty traffic citations; off-duty civil and criminal court actions; uses of force; and pursuits. Incident counts are only

attributed to directly involved employees, not witnesses. Multiple monitored incidents in a single event are counted only once.

#### **IV. RESPONSIBILITIES AND PROCEDURES**

Performance indicators may be incident based or allegation based. The monitored incidents used by the EIS are administrative investigations (including cruiser crashes), PD 206 and initial inquiries, forced entries, de-arrests, off-duty traffic citations, off-duty civil and criminal court actions, uses of force, and pursuits.

The Department captures and maintains information from several sources regarding officers and the actions they take on a daily basis. As an example, all use of force cases, from hands-on arrests of suspects to the use of deadly force, are documented and tracked in the IAPro system, as well as other databases used in the Internal Affairs Bureau (IAB). This allows the Department to record, review, analyze, and monitor incidents to ensure they are being handled appropriately and within Departmental guidelines, policies, and procedures. The EIS provides rudimentary analysis of this data, allowing commanders to determine whether or not additional analysis is necessary.

Monitored incidents used by the EIS are events already known and reported. As such, the employee, the employee's supervisor, and commander are already aware of the incidents and the circumstances involved with each.

##### EIS Report Thresholds

Thresholds set to generate an EIS report are established to identify an approximate percentage of employees each quarter, consistent with what similar successful EIS programs in other agencies produce. Thresholds may be adjusted by policy change if deemed necessary, due to excessive or inadequate employee identification.

Four monitored incidents within a three month period, or five within a six month period, will generate a report on an employee.

## EIS Report Generation

The Internal Affairs Bureau Inspections Division shall maintain the EIS and present a quarterly report to the Chief of Police and the Deputy Chiefs of Police, regarding employees who have met the established thresholds in any previous three or six month period. The quarterly report shall include a summary document of the events that triggered the employee's inclusion on the report.

The quarterly report shall be forwarded from the appropriate Deputy Chief, through the chain of command to the affected employee's station/division commander. At the discretion of the IAB commander, an EIS report generated for an employee already known to be enrolled in remedial training or other services may be retained in the IAB and not forwarded to the employee's commander. Similarly, if a station/division commander receives an EIS report for an employee already enrolled in remedial training or other services, due in part or in whole, to the incidents named on the EIS, this may simply be noted and returned to the IAB commander. The purpose of this is to prevent the employee from becoming overwhelmed with records of the same incidents when action has already been taken.

## Commander Responsibilities

The station or division commander (or assistant commander) shall review the report, share it with the identified employee (except as noted above), and, within 30 days, submit a memorandum to the commander of the IAB acknowledging review of the EIS report. The commander's memorandum shall include steps taken to address identified issues or problems, if necessary. The named employee shall sign the EIS report to acknowledge that it has been shared with them. The signed EIS report shall be returned with a response memorandum from the employee's commander, as described below.

The commander's review may determine that the incidents or events that placed the employee above the threshold were justified and appropriate, and/or not indicative of any issue or problem. This fact should be noted in the commander's response memorandum and, in this circumstance, no further action is required.

Commanders should consider that receiving an alert does not automatically mean that an employee is having issues or problems at work or home. Factors to consider when an alert is generated as a result of monitored incidents include the job assignment and job location of the employee. However, a timely review of the employee's work performance will assist commanders and first line supervisors in carefully making a determination whether any intervention is needed. Further investigation into the cause(s) of the report being triggered and the need for any action may involve supervisory review of the employee's recent work

performance, superior/sub-standard performance observation forms, personal indicators, and/or additional interviews with the employee.

Commanders may delegate review of the EIS report to the employee's first line supervisor; however, the response memorandum shall come from the employee's commander/assistant commander. If delegated, the supervisor shall report back to the responsible commander with their findings and recommendations.

In the event that a problem or issue is discovered, appropriate monitoring is important to ensure the behavior is addressed and corrected. This becomes the responsibility of the station/division commander. Types of post intervention monitoring to consider are counseling services, enhanced performance monitoring, or training. Documentation of any corrective measures or training shall be included in the employee's personnel file. The IAB Inspections Division will offer guidance to commanders, supervisors, or employees, when needed.

Documentation of any new issues or actions taken shall be done in accordance with existing policy. No administrative investigation, findings, or other documentation may be done through the EIS.

#### EIS Report Maintenance

The Inspections Division shall maintain EIS reports and response memoranda. EIS reports and response memoranda shall be classified as Internal Affairs Bureau administrative documents and shall not be included in the employee's personnel file, mentioned in the employee's performance evaluation, or noted on the employee's Internal Affairs history.

## **V. ACCREDITATION STANDARDS REFERENCE**

**VLEPSC**

ADM.

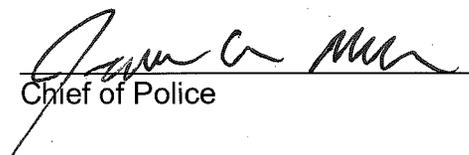
19.02

## **VI. OTHER REFERENCE**

Fairfax County Personnel Regulations Chapter 12, Performance Management

This SOP becomes effective November 5, 2012, and rescinds all previous rules and regulations pertaining to the subject.

**Issued by:**

  
Chief of Police