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Sheriff

# HARFORD COUNTY SHERIFF'S OFFICE PERSONNEL POLICY

## Early Intervention Program

<b>Distribution:</b>	<b>All Employees</b>	<b>Index:</b>	<b>PER 0210</b>
<b>Responsible Unit:</b>	<b>Planning and Research Division</b>	<b>Rescinds:</b>	
<b>DLI Program:</b>		<b>MD Code:</b>	

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### 1. Purpose

To establish an Early Intervention Program for all employees of the Harford County Sheriff's Office (HCSO).

### 2. Policy

The Harford County Sheriff's Office will attempt to identify certain patterns of behavior and provide intervention in an effort to enhance progressive supervision with non-disciplinary remedies.

### 3. Procedures

#### A. Applicability

The procedures in this directive are applicable to all employees of the Harford County Sheriff's Office (HCSO).

#### B. Overview of the Early Intervention Program

1. Denali software, which is used to track all cases reported to the Office of Professional Standards (OPS), has an Early Intervention Program (EIP) component.
2. The goal of the EIP is to assist in identifying patterns of behavior so supervisors can address training needs or stress factors at an early stage with the goal of improving an employee's performance.
3. The EIP will:
  - a. track complaints, use of force incidents, pursuits, agency vehicle collisions, and any other incidents determined to be necessary by the Sheriff;
  - b. assist supervisors in monitoring an employee's performance;
  - c. provide early identification of potential issues to increase employee accountability; and
  - d. compile and track statistical information on complaints received by the HCSO.

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**C. General Responsibilities**

1. First and second line supervisors should be cognizant of any pattern of conduct or performance that could suggest a need for intervention.
2. Patterns that may cause concern may be found by regularly reviewing performance evaluations and related documentation, leave records, complaints, use of force incidents, pursuits, and agency vehicle collisions.
3. Supervisors who develop a concern should contact their Commander to determine if those observations warrant an alternate activation of the EIP.

**D. Reporting & Alerts**

1. All internal investigations, agency vehicle collisions, pursuits and use of force incidents will be entered into the system database.
2. The EIP software will issue alerts if an employee has any of the following in a 12-month period:
  - a. two citizen complaints;
  - b. three internal complaints;
  - c. three use-of-force incidents;
  - d. an emergency suspension of police/correctional powers;
  - e. two firearms discharges;
  - f. two agency vehicle crashes or pursuits; or
  - g. a combination of any three of the above.
3. The software program may issue multiple alerts for the same employee throughout the year; if this occurs, the OPS Staff will process and forward alerts as they happen.

**E. Responsibilities of the OPS Commander**

1. Immediately upon receiving an EIP alert, the OPS Commander will assess the alert circumstances.
2. If the OPS Commander determines that no action is necessary, the employee's Division Commander will be notified of the alert and no further action will be necessary.
3. If the OPS Commander believes additional review or intervention is warranted, the alert will be sent to the employee's Bureau and Division Commanders.
4. When the OPS Commander makes this notification, he will include the:
  - a. dates and types of complaints and/or types of incidents;

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- b. complaint status (active or closed);
- c. final disposition of the case, if closed; and
- d. details of any discipline administered, if applicable.

**F. Responsibilities of the Employee's Division Commander and Supervisors upon receipt of an alert**

1. The employee's Commander will evaluate the information provided and take the appropriate action.
  - a. If no additional action is taken, the employee's Division Commander will notify the Bureau Commander and OPS Commander within thirty days via email or Memorandum (Form SO-212).
  - b. If the employee's Commander agrees that intervention is necessary, the alert will be forwarded to the employee's supervisor.
2. The employee's supervisor will:
  - a. discuss the alert with his Commander;
  - b. meet with the employee to discuss the alert and the concerns noted by the supervisor and the Commander;
  - c. allow the employee to provide information that may put the concerns into context;
  - d. complete an email or Memorandum (Form SO-212) within five days and forward it to his Commander that will:
    - (i) justify why no corrective action is necessary; or
    - (ii) outline recommendations for a corrective action or training plan to enhance the employee's performance.
3. No supervisor may use any information revealed by the employee for disciplinary or other purposes against that employee unless the information revealed discloses that the employee:
  - a. has committed a serious violation of HCSO policy;
  - b. is a clear and present danger to himself or others; or
  - c. has committed, confessed to or revealed details of a crime.

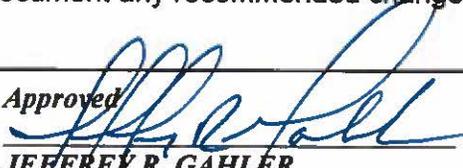
**G. Procedures When Intervention Appears Necessary**

1. If a corrective action or training plan is appropriate, it may include:
  - a. referral to the Harford County Benefits Manager for the Employee Assistance Program;
  - b. referral to an agency-authorized mental health professional or other mental health care provider approved and authorized by the HCSO;

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- c. mandatory participation and successful completion of authorized training (e.g., communications, cultural awareness, stress or anger management); and
  - d. remedial job-related training.
2. The employee's Division Commander will forward all recommendations to the Bureau Commander for review and approval prior to execution.
  3. The corrective action or training plan will continue for a period of time that is appropriate based on individual circumstances, but will generally be for six month to one year.
  4. The employee's supervisor will:
    - a. monitor and document the employee's progress;
    - b. provide written monthly updates to the employee's Division Commander;
    - c. make recommendations for adjustments to the plan to the Division or Bureau Commander;
    - d. submit a final report to the employee's Division Commander and to the Bureau Commander upon completion of the plan.
  5. Upon completion of the action or training plan, the supervisor, the employee's Division Commander and the Bureau Commander will discuss the case to ensure no additional action is necessary.
    - a. the employee will be notified by his supervisor:
      - (i) that no additional action is necessary; or
      - (ii) that additional action is necessary and a new plan will be developed.
- H. When an alert reaches its final disposition:
1. the Bureau Commander will notify the OPS Commander via email of the outcome (e.g., no action necessary, training plan completed successfully); no additional details are necessary; and
  2. all non-disciplinary documentation related to EIP will be forwarded to Human Resources Manager for inclusion in the employee's personnel file.
- I. EIP information is confidential and will not be disclosed to individuals outside the HCSO without the prior approval from the Sheriff and the Legal Advisor, Harford County Law Office.
- J. The Commander of the OPS will assess the EIP process and document any recommended changes to the program in the OPS annual report required in PER 0209.

<p>Approved </p> <p><b>JEFFREY R. GAHLER</b> <b>SHERIFF</b> DATE <u>8.25.16</u></p>
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