

SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Kathryn Olson
OPA Director

DATE: October 17, 2007

FROM: Sergeant David Sweeney #5178 *DS*
Human Resources

SUBJECT: Overview of Early Intervention

The Seattle Police Department set about creating an Early Intervention System (EIS) in 2004-2005. During that time, the EIS policy team visited other big city police departments in order to see their intervention programs in action, and to get recommendations on how to select a system and create an intervention policy. On-Target Performance Systems was selected as a vendor for their Administrative Investigations Management (AIM) computer program. Using money from a Department of Justice Grant and the regular Department budget, SPD purchased AIM. AIM provided SPD with both an intervention-tracking tool and an effective new case management tool for internal investigations.

The Early Intervention System (EIS) and Program is a two-tier program which was developed for the purposes of identifying and supporting Department employees who demonstrate symptoms of job stress, training deficiencies, and/or personal problems that may affect job performance. The first tier consists of several criteria that are used to identify employees who exhibit certain defined stress indicators. The second tier consists of a series of steps and actions designed to intervene on the employee's behalf in a positive and supportive manner. The ultimate goal of the program is to support the employee's career development through counseling and training, correcting behaviors that cause performance concerns. Employees are identified using the criteria noted in the chart below. All data concerning commendations, force, collisions, FTA Court, FTA Training, Claims/Lawsuits, OPA/EEO complaints are tracked in AIM by a variety of units in SPD.

MATRIX OF INDICATOR CRITERIA AND THRESHOLD LEVELS

Indicator Criteria	Threshold Levels
A. Receipt of commendations or awards.	Reviewed by the Chief's Office for consideration of additional recognition.
B. Supervisory recommendations.	Each will be reviewed.
C. Use of force.	Seven (7) incidents of use within 6 months.
D. Vehicle collisions.	Three (3) within 24 months (preventable and non-preventable).
E. Failure to appear for court.	Three (3) incidents within 12 months.

F. Failure to appear for training.	Three (3) incidents within 24 months.
G. Named in Police Action Claims or lawsuit against the City/Department.	Two (2) or more within 3 years.
H. Receipt of OPA or EEO complaints.	Three (3) complaints within 12 months.
I. Aggregate indicator.	Five (5) incidents involving Indicator Criteria D. through H. within a 12-month period.

Once an employee reaches a threshold level on any of the indicator criteria listed and is thus identified for an EIS review, the EIS Coordinator in Human Resources notifies the employee's immediate supervisor. The employee and his or her supervisor then meet to review and discuss the initiating criteria and any other relevant circumstances. The supervisor next completes an EIS report with recommendations of how best to assist the employee, or may make a recommendation that no further action is necessary. The EIS report and recommendations must be approved by the next level in the chain of command and sent back to Human Resources. Possible interventions include policy review, coaching, or training (e.g.: individual training, complaint avoidance, verbal de-escalation, EVOC, defensive tactics, cultural diversity, human behavior, stress management, conflict management). In more serious cases, the EIS review team meets to determine the best type of intervention for the employee based on the individual circumstances involved. More serious issues might require professional counseling, therapy, etc. The employee's bureau commander is responsible for monitoring the intervention strategy. Human Resources is notified when the strategy is complete and the employee's immediate supervisor will then continue to monitor the employee's performance.

EIS is purposely designed as a non-disciplinary response toward handling employee performance. For this reason, management of SPD's EIS is the responsibility of the Human Resources section, though the employee's immediate supervisor and sometimes the chain of command works in conjunction with HR. Keeping the early intervention system outside the OPA discipline function increases the trust of employees and supervisors, and may ultimately make the early intervention program more successful.

EIS operated as a pilot program during 2006 to establish relevant criteria standards. For 2007, there have been 16 interventions for Use of Force, 13 for Complaints, 3 for Claims/Lawsuits, and 3 for Collisions. As more data is kept over time, standards/criteria may be revised in the future.