



*Athens-Clarke County*  
*Police Department*  
Directive 2.20



## EAP AND EARLY INTERVENTION PROGRAMS

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### 2.20.01 POLICY AND PURPOSE

It is the policy of this Department to ensure the safety and wellbeing of all employees whenever possible. The Department recognizes that employees sometimes experience difficulties that may impact their personal and professional lives. The Department will support and encourage employees in securing quality, confidential assistance.

The purpose of this directive is to establish procedures for employee counseling and crisis intervention through the county's Employee Assistance Program (EAP), and outline the scope of the Department's Early Intervention Program (EIP). Neither program is intended to replace or minimize the important role our Critical Incident Stress Management Team plays within our organization.

The Early Intervention Program (EIP) is a pro-active, non-disciplinary program that seeks to identify and positively influence conduct or performance-related problems exhibited by individual employees. By applying professionally accepted intervention strategies at an early stage, it is intended that the value of each employee be properly recognized and that his or her professional career be preserved and service as a county employee be retained.

**2.20.02 DEFINITIONS**

- A. Early Intervention (EI) Dashboard: an early warning system in the BlueTeam software used by supervisors to track employees' statuses regarding assigned incident thresholds.
- B. Incident Alert: an automated warning generated through the IAPro system that triggers an informal unit-level review of employee performance to further evaluate the need to make a formal referral to the EIP.
- C. Referral: a formal recommendation from a supervisor for an employee to enter the EIP.

**2.20.03 EMPLOYEE ASSISTANCE PROGRAM**

[CLE 22.1.7 a-d, f]

- A. The EAP is a professional counseling service contracted and paid for by the Athens-Clarke County Unified Government to assist its employees in the identification and resolution of personal and job-related concerns or problems. Department employees and their immediate family members may use the services of EAP.
- B. All designated personnel will receive information on the EAP services, their role, responsibility, and identification of employee behaviors which would indicate the existence of employee concerns, problems, and/or issues that could impact job performance during orientation through human resources.
- C. After recognition that a problem exists, use of EAP services should be recommended as early as possible to reduce or eliminate the problem before it results in deterioration of health, family life, and/or job performance. Employees may contact EAP voluntarily, or a supervisor may refer them.
- D. CONFIDENTIALITY
  - 1. If an employee voluntarily seeks EAP help, the Department will not be notified.
  - 2. If referred by a supervisor, the department will be advised only that the employee contacted the EAP.
- E. COST
  - 1. There is no cost for EAP services.

2. If an employee is referred to services outside of EAP, there may be a cost. The employee's health insurance may cover all or part of this cost.

#### F. ACCESSING EAP

EAP services can be accessed 24-hours a day by calling **1-800-854-1446** or by visiting the EAP website at [www.unum.com/lifebalance](http://www.unum.com/lifebalance). Employees may see a consultant during their lunch hour or before or after work. However, if an appointment is made during working hours, the employee must use sick, annual, or compensatory leave or leave without pay for the absence and have supervisor approval. If the appointment is made during work hours, the employee must obtain permission to be absent from work, but is not obligated to discuss the nature of the appointment. Confidentiality and employee rights to privacy will be honored. The ACC EAP offers three primary services:

1. Telephone Consultations: Employees may speak confidentially to a consultant through to clarify their needs, evaluate options, and create action plans.
2. Face-to-Face Meetings: Employees may meet with a consultant up to three times per issue for short-term problem resolution.
3. Educational Materials: Employees may receive information through the online library of downloadable materials and interactive tools.

#### 2.20.04 EARLY INTERVENTION PROGRAM (EIP)

[CLE 35.1.9]

#### A. PROGRAM DESCRIPTION

The Department's Early Intervention Program (EIP) is a pro-active non-disciplinary program designed to identify and positively influence conduct or performance-related problems exhibited by its employees. Good discipline in a well-managed law enforcement agency is essential. Early identification of potential employee problems and appropriate remedial actions can increase accountability and reduce instances of misconduct. The department should not be faced with investigating an employee for a serious case of misconduct only to find there was an escalating pattern of less serious misconduct, which could have been abated through intervention. EIP is not an attempt to undermine authority or relieve supervisors of their responsibility to take appropriate action each time they observe misconduct committed by employees. Also, it does not relieve them of investigating incidents and personally intervening to resolve incidents that are outlined in the below listed referral criteria. EIP is not to be used as an alternative method for handling a grievance by an employee.

#### B. INCIDENT ALERTS (IAPRO/BLUETEAM)

1. The IAPro system is designed to automatically generate Incident Alerts as part of an overall EIP and will be used to notify supervisors and commanders and trigger informal reviews of employee work performance to identify circumstances warranting formal referral. The Office of Professional Standards will assign each Incident Alert a unique number through IAPro.
2. The following IAPro/BlueTeam incident types will have thresholds set to generate Incident Alerts:
  - a. Administrative Investigations
  - b. Complaints – citizen/internal
  - c. Sick/Tardy
  - d. Uses of Force
  - e. Vehicle Accidents
  - f. Vehicle Pursuits
3. The incident type thresholds will be set as follows:
  - a. Three or more of the same incident type within a three-month period.
  - b. Five or more of any of the above incident types within a six-month period.

**C. REFERRAL CRITERIA** [CLE 35.1.9 a], [CLE 22.1.7 e] and [CC 3.4.7 a]

1. The following events, though not exclusive or exhaustive, may be used by the supervisor to identify circumstances warranting referral to the program:
  - a. A pattern of questionable uses of force or vehicle pursuits.
  - b. An unusual pattern or excessive number of citizen and/or internal complaints.
  - c. An unusual pattern or excessive number of officer-involved traffic accidents.
  - d. Sick leave abuse or repeated tardiness.
  - e. Deterioration in quantity and/or quality of work.
  - f. Below standard annual performance evaluation (total score below 3.0).
  - g. Problematic behaviors documented through counseling statements.
  - h. Incident Alerts generated from the EI Dashboard in IAPro.
2. A formal referral may be initiated whenever an employee:
  - a. Accumulates five or more incidents of any of the above categories within a twelve-month period.
  - b. Accumulates three or more similar incidents, as described above, within a twelve-month period.
  - c. Accumulates fifteen uses of force regardless of the time period. Subsequent reviews will then occur after every five instances from this threshold.

- d. Any other on or off-duty incident, circumstance, condition, or marginal performance issue that, in the judgment of the employee's supervisor(s), may be best addressed by the early intervention program.

[CLE 35.1.9 b] and [CC 3.4.7 b]

- 3. Evaluation of the referred employee will be based on pertinent documentation, such as but not limited to: employee evaluations, citizen complaints, disciplinary actions, use of force incidents, internal affairs documents, related memoranda, worker's compensation documents, and traffic accident reports.

[CLE 35.1.9 c] and [CC 3.4.7 c]

- 4. Supervisors must be alert to identify misconduct by employees and address each occurrence in an effort to prevent escalation into more serious misconduct.

- 5. The referral will be made with a memorandum through channels to the Chief of Police. The memorandum should address the reason(s) for the referral with supporting documentation attached. All items will be enclosed in a folder and marked "confidential." It is imperative and required that confidentiality be maintained throughout the chain of command. The employee will be made aware of the referral before it begins.

[CLE 35.1.9 d] and [CC 3.4.7 d]

- 6. The Chief of Police will review the referral and determine whether it is appropriate to recommend the referred employee to an Early Intervention Program Review Panel. The decision of the Chief of Police is final. If the employee is not referred to the panel, the folder will be returned to the employee's supervisor.

- 7. The Chief of Police has the discretion to order an Early Intervention Program Review Panel for any employee without their commander or supervisor initiating a referral or recommendation.

## **C. EARLY INTERVENTION PROGRAM REVIEW PANEL**

### **1. Panel Composition**

- a. Chairperson: a deputy chief, appointed by the police chief.
- b. A member of the Standards, Records & Training Division – appointed by the Administrative Services Bureau (ASB) Deputy Chief.
- c. The employee's immediate supervisor and commander.
- d. A representative of an employee group (e.g. Police Benevolence Association) of which the employee is a member, or a participant of the employee's choice.

### **2. Panel Procedures**

- a. The activities of the panel are designed to support, not replace formal investigative/grievance procedures.
- b. Information discussed by the panel and the employee is confidential and will not be disclosed to others unless authorized by the subject employee and/or it is necessary to facilitate or implement recommendations made by the review panel and approved by the Chief of Police.
- c. The review panel will convene to examine the performance or conduct giving rise to the referral, consider input from subject employees and make recommendations on follow-up action(s).
- d. The review panel will not tape record its proceedings nor record discussions in any written form, except the Division Chief of Personnel and Training. The only written record made by the review panel will be recommendations (if any) made to the police chief to enhance an employee's performance.
  - Any such written recommendations will be filed in a confidential "Early Intervention Program" file in the Personnel and Training Section office under the name of the employee.
  - If an employee fails to successfully complete the terms and conditions of the intervention strategy under the program, the recommendations may be considered by the Department in implementing additional measures to ensure appropriate levels of performance.

[CLE 35.1.9 g] and [CC 3.4.7 g]

#### **D. REMEDIAL ACTION**

1. Recommendations made by the review panel to the Chief of Police constitute the department's good faith effort to assist employees to positively enhance their performance. Recommendations may include, but are not limited to EAP referrals, peer or professional counseling, retraining, closer supervision, or non-disciplinary temporary reassignment.
2. The employee's performance will be monitored during the following 12-month period to determine if there is improvement.
3. If the employee refuses to voluntarily participate in the program or fails to successfully complete the terms and conditions of the intervention strategy, established procedures leading to discipline may be used for future or continuing performance or conduct problems exhibited by the employee.

[CLE 35.1.9 h] and [CC 3.4.7 h]

**2.20.05 RESPONSIBILITIES****A. PANEL CHAIRPERSON:**

1. Schedule EIP panel review meetings.
2. Document in a memorandum and forward all EIP panel recommendations to the Chief of Police.

**B. THE COMMANDER OF OFFICE OF PROFESSIONAL STANDARDS:**

1. Will notify the employee's commander when IAPro generates an Incident Alert and/or when the Office of Professional Standards observes any other employee performance that meets the Referral Criteria identified above (Directive 2.20.04 (C)).
2. Will document information and make appropriate comments regarding activation of Incident Alerts when reviewing internal investigations and/or reviews.
3. Will prepare and submit an annual report to the Chief of Police regarding the evaluation of the IAPro Incident Alert system maintained by the Office of Professional Standards.

[CLE 35.1.9 e] and [CC 3.4.7 e]

**C. SUPERVISORS OF EMPLOYEES IN NEED OF A REFERRAL:**

[CLE 35.1.9 f] and [CC 3.4.7 f]

1. Will monitor the Early Intervention Dashboard in BlueTeam for any employees who have crossed a designated incident threshold or are at risk of crossing a threshold and take any appropriate action.
2. Will review the incidents associated with an Incident Alert, along with other employee performance measures, and document their findings and actions taken, if any, in BlueTeam.
3. Will complete a memorandum, through the chain of command, documenting the reasons for a referral. The memorandum should address the reason(s) for the referral with supporting documentation attached. All items shall be enclosed in a folder and marked "confidential." The employee will be made aware of the referral before it begins.
4. Will monitor and review the employee's compliance with the Panel's recommendations. Will complete a memorandum, through the chain of

4. Will monitor and review the employee's compliance with the Panel's recommendations. Will complete a memorandum, through the chain of command, at 6 months and 12 months into the employee's intervention strategy regarding compliance and/or improvement in the employee's performance.
5. Will participate in the EIP Panel discussions.

**D. COMMANDERS OF EMPLOYEES IN NEED OF A REFERRAL:**

1. Will review the EIP referral memorandum and make appropriate comments by submitting an addendum to the memorandum or by noting comments on the original memorandum or routing slip.
2. Ensure that follow up is completed on all Panel recommendations and appropriate documentation is forwarded to the Standards, Records, and Training Division Commander.
3. Will participate in the EIP Panel discussions.

**E. THE STANDARDS, RECORDS, AND TRAINING DIVISION COMMANDER:**

1. Will prepare and submit an annual report to the Chief of Police regarding the implementation and evaluation of the Program.  
[CLE 35.1.9 e] and [CC 3.4.7 e]
2. Will maintain records of EIP activities consistent with the retention policy of employee personnel files.
3. Will be responsible for documenting all panel members in attendance.
4. Will limit access to the EIP files to the Panel members and others approved by the Chief of Police.

**BY AUTHORITY OF:**



**Cleveland L. Spruill, Sr.**  
Chief of Police