

**PRINCE WILLIAM COUNTY POLICE DEPARTMENT
MANUAL OF GENERAL ORDERS**

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**OFFICE OF PROFESSIONAL STANDARDS: EIS AND PERFORMANCE
IMPROVEMENT PLAN PROCEDURES**

The Office of Professional Standards is responsible for administering the Early Identification System (EIS) and general oversight of Performance Improvement Plan (PIP) procedures. These policies are intended to assist officers and other employees whose performance warrants review. The goal is a reduction of potential negative consequences for the employee, fellow employees, this agency and/or the general public. EIS shall be used as a means to identify and assess employee performance and intervene where appropriate.

A. Early Identification System (EIS)

1. The EIS is limited in application to:

- a. Monitor complaints on members (non-sworn)
- b. Monitor complaints and use of force situations involving sworn members
- c. The EIS does not alter the responsibility of supervisors as the primary source for monitoring performance and behavior of personnel on a daily basis. Supervisors shall continue to be alert to, and monitor, the strengths and weaknesses of members assigned to them. Supervisors may detect a need for EIS based on the following criteria:
 - 1) Uncharacteristic or repeated citizen’s complaints and uses of force
 - 2) Abrupt changes with regard to tardiness, absenteeism, abnormal impatience, erratic mood swings, unreasonable irritability or aggressiveness, or repeated instances of failure to act or overreaction in the line of duty
 - 3) Unexplained/negative changes in work habits or patterns of leave
 - 4) Indications of alcohol and/or substance abuse
 - 5) An accumulation of squad-level guidance forms in a short span of time
 - 6) Significant negative changes in the member’s annual merit ratings, including “personal traits” and performance-related categories
- d. Any member who becomes aware of another member exhibiting any of the described behaviors is encouraged to bring their concern to the attention of their supervisor.
- e. The Office of Professional Standards will be responsible for administering the EIS and generating those reports specified by this policy.

2. Early Identification Reports

- a. When any member has been the subject of two or more sustained or not sustained (but not exonerated or unfounded) complaints or when any sworn member has been involved in three or more Level 2 use of force incidents, five Level 1 use of force incidents, or any combination of five use of force incidents in any three (3) month period, the Office of Professional Standards will prepare a profile report (Use of Force Levels are defined in

General Order 27.01F). The profile report will consist of a brief summary of the complaints and/or uses of force, including dispositions when available. Profile reports will not render any conclusions nor make any determinations about the involved member; they are designed to aid their immediate supervisors in evaluating and guiding the member. **Profile reports do not form the basis for disciplinary action.**

- b. Upon initiation of the EIS, a profile report will be directed to the involved member's District Commander, or equivalent, for review. If no trends, discrepancies or concerns are noted, and it is determined that no further action is warranted, then the District Commander has the option of concluding the EIS. If the District Commander concludes the EIS without further review, their findings shall be forwarded to the Chief of Police in writing. The Chief of Police will inform the affected member of the disposition.
 - c. If further review is warranted, the District Commander will assign the EIS to a Watch Commander, unit supervisor or civilian supervisor for further review. The assigned supervisor will discuss the profile report with the affected member and seek comment. The member's immediate supervisors should be involved in the interview process. The assigned supervisor will prepare a written report of the finding.
 - d. The assigned supervisor will meet with the District Commander (for Operations personnel) or Deputy Division Commander to discuss their findings and to determine if corrective actions are warranted. If the District or Deputy Division Commander determines further action is warranted, appropriate action will be taken. If it is determined that no further action is required, justified, he or she will report their findings to the Chief of Police in writing. The Chief of Police will inform the affected member of the disposition.
3. Records and files generated by this process will be maintained in the Office of Professional Standards separately from the member's personnel file, in accordance with the State Records Retention Schedule.
 4. Annually, the Office of Professional Standards will conduct an evaluation of the EIS system to include actions referred for EIS intervention and submit a written report to the Chief of Police.

B. Performance Improvement Plan (PIP)

A Performance Improvement Plan shall be initiated for an employee for the following reasons 1) after an employee receives a written reprimand per County Personnel Policy 8.4.7 (h), 2) the employee's annual evaluation requires one, or 3) the employee's supervisor initiates one because of insufficient performance or behavior. Unless directed otherwise, the PIP should remain at the squad level.

- 1.) Performance Improvement Plan (PIP) is a document that puts forth a plan to improve performance, the PIP:
 - a.) specifies the areas or goals that need improvement

- b.) states the expected performance results, and
 - c.) sets forth a plan for improving performance.
- 2.) A Performance Improvement Plan (PIP) is not a disciplinary action. The primary goal of a PIP is to help employees reach their full potential. When appropriate, the County encourages Supervisors and employees to use PIPs to achieve this goal.
 - 3.) An employee will not be subject to discipline for the unsatisfactory performance or misconduct referenced in a Performance Improvement Plan (PIP) if the employee improves performance or conduct to achieve the expected results that the employee's Supervisor communicated in the PIP.
 - 4.) If an employee fails to improve conduct or performance referenced in the PIP, corrective disciplinary action may be necessary. If the employee fails to improve performance and sufficient time has been provided for improvement, the supervisor overseeing the PIP shall consult with the Office of Professional Standards to request a formal investigation into the work performance of the employee.
 - 5.) The Office of Professional Standards may initiate a PIP for an employee subsequent to an internal investigation or other extenuating circumstance.

C. Resolutions

Both of these programs are primarily aimed at correcting deficiencies that may appear in members through proper training, supervision, and guidance during their career. Most members should be able to adjust to this without any difficulty. If during the course of an EIS or PIP it is determined the member needs further resources, that member may be required to seek professional counseling and can be referred to professional counselors when appropriate.

If the evaluator(s) have determined a problem exists, and after consultation with the Chief of Police, the member may be referred to one of the six options listed below, or a combination thereof, when applicable:

- a. More training in the area of identified deficiencies, such as interpersonal skills, the use of firearms, police impact devices, handcuffing techniques, or defensive tactics
- b. Placed under closer supervision by the responsible supervisor
- c. Referred to a psychologist for evaluation
- d. Transfer
- e. Disciplinary action
- f. Counseling/guidance
- g. No action will be taken

Files generated pursuant to the EIS will be kept separate from the member's personnel file and will be part of the Office of Professional Standards case management system.

Files generated pursuant to a PIP will remain at the squad level unless initiated by the Office of Professional Standards. In these cases, the PIP may remain in the Office of Professional Standards case management system at the direction of the OPS Commander.