



DEPARTMENT BULLETIN

19-220
11/04/19

Early Intervention System Procedures (Supersedes DB 18-249)

The following are revised procedures for the Early Intervention System (EIS). Questions regarding this bulletin or about other EIS matters may be directed to the EIS Unit, (415) 837-7393.

Performance Reviews:

1. Every two months, the EIS Unit will send valid alerts to each unit's commanding officer or officer-in-charge by email. Units will only receive alerts for members who have surpassed the indicator threshold for that time period. The date of receipt is logged at the unit level and all alerts will be **due back to the EIS Unit 21 days after receipt by the commanding officer.**
2. The commanding officer or officer-in-charge forwards a copy of each listed member's EIS alert to that member's supervisor. The date the alert was given to the supervisor and the supervisor's name is logged at the unit level.
3. The supervisor, prior to conducting a performance review, should review the EIS alert with each affected subordinate for accuracy. If the subordinate is not available, the supervisor reviews the EIS alert for duplicate incidents or errors.
4. If duplicate incidents or errors are discovered on the EIS alert, the supervisor shall complete **SFPD Form 520, Notice of Data Duplication/Error (Rev. 10/16)**. This form shall be forwarded to the EIS Unit at the Legal Division for preliminary investigation.
5. If duplicate incidents or errors are discovered on the EIS alert, and the corrections, once made, would bring the member below the alert threshold, then the performance review shall be suspended until the EIS Unit completes its preliminary investigation. The EIS Unit shall notify the field supervisor whether to complete a performance review after completing the preliminary investigation.
6. The supervisor shall conduct a performance review of the relevant information detailed below.
 - a. **Uses of Force and Officer Involved Shootings or Discharges** - Use the incident report.
 - b. **DPA Complaints** - Will be provided by the EIS Unit along with the EIS alert. If the complaint is not already in the PIP binder, place a copy of the complaint in the

member's PIP binder.

- c. **Internal Affairs Complaints** - Relevant information will be provided by the EIS Unit along with the EIS alert. The complaint will not be given out to supervisors in its entirety; instead, supervisors will be given only relevant information that pertains to a pattern of behavior. If more information is needed, the supervisor shall contact the EIS Unit.
 - d. **EEO Complaints** - Relevant information will be provided by the EIS unit along with the EIS alert. If more information is needed, the supervisor shall contact the EIS Unit.
 - e. **Civil Suits and Tort Claims** - Allegation and findings will be provided by the EIS Unit along with the alert.
 - f. **On-Duty Traffic Collisions and Vehicle Pursuits** - Use the incident report. If more information is needed, contact the EIS Unit.
7. Members involved in an OIS/OID are automatically placed on alert. One incident does not reflect a pattern of at-risk behavior. If a member is on alert due to an OIS/OID and no other relevant information exists, the supervisor only needs to ensure the member has access to the appropriate resources and was given referrals. No further action is required other than to indicate on the performance review that resources were given.
 8. During the performance review, the supervisor shall not reinvestigate individual incidents. The supervisor shall look for a pattern of common elements within the incidents listed on the alert. If a pattern is discovered, the supervisor shall determine if the pattern demonstrates at-risk behavior.
 9. The results of the performance review should be recorded on the **EIS Performance Review Form SFPD 572 (Rev. 11/19)**. The conclusion of the performance review and how that determination was made should be summarized under section one. The completed EIS performance review shall be reviewed with the member prior to being given to the supervisor's officer-in-charge or commanding officer. All parties; the member, the supervisor, the supervisor's officer-in-charge and/or commanding officer shall acknowledge and sign Page 2 of the **EIS Performance Review Form SFPD 572 (Rev. 11/19)**. No materials relating to the performance review should be kept by the supervisor or placed in the member's PIP binder.
 10. Upon receipt of the completed performance review, the commanding officer or officer-in-charge or their designee shall log the receipt of the completed performance review and forward the review and accompanying documentation directly to the EIS Unit by scanning and emailing it to sfpdeisadmin@sfgov.org.
 11. The EIS Unit will examine each performance review and attached documentation. If the EIS Unit supervisor does not concur with the conclusion of the field supervisor, the EIS Unit supervisor will attempt to confer with the field supervisor and discuss any areas of

concern. If the two supervisors are unable to come to a conclusion or the field supervisor is unavailable, the EIS supervisor will reject the performance review, attach a memorandum indicating the reason for the rejection, and return the entire packet to the commanding officer or officer-in-charge of the unit in question. The commanding officer or officer-in-charge shall then direct the field supervisor to address the concerns of the EIS Unit. Steps 6 through 10 shall be completed again.


12. If the supervisor determines that there is no pattern of at-risk behavior and the EIS Unit concurs with the assessment, the alert will be closed. If the field supervisor determines that a pattern of at-risk behavior exists, an intervention shall immediately be initiated (see next section). A supervisor can initiate an intervention at any time, regardless of whether a member has reached an alert threshold as long as the supervisor believes that an intervention would assist the member in the performance of their duties. The EIS is not intended as a mechanism to replace or substitute daily supervisory responsibilities. It is a tool supervisors may use to improve a member's overall performance.

Interventions:

1. It is not necessary to wait for a response from the EIS Unit to begin the intervention process. Interventions are expected to improve the performance of a particular individual. If supervisors believe an intervention is warranted, they can do so, within the confines of their rights and responsibilities. The procedures outlined here refer solely to interventions performed in the context of the EIS.
2. After receiving notification that the EIS Unit reviewing supervisor has concurred with an at-risk performance review, the field supervisor shall arrange a meeting with the member during the next shift that both the member and the supervisor are working. In the event that the member and supervisor have no overlapping shifts, the commanding officer shall arrange to have another field supervisor meet with the member. Any delays in arranging this meeting shall be discussed with the EIS Unit.
3. Meetings between the supervisor and member shall be held in a private location away from other department members who are not involved in the process. A member referred for intervention sessions is not entitled to a representative during this non-disciplinary process.
4. During the intervention, the supervisor and the member shall review the performance leading to the determination of the at-risk behavior and all other relevant information. The supervisor and the member shall come to a consensus regarding an appropriate plan of action to correct the performance problem.
5. In the event that a member refuses to meet with a supervisor or refuses to comply with

DGO 3.19 or related bulletins, the supervisor will document the circumstances of the failure to comply with a DGO and refer the matter to IA for investigation and possible disciplinary action as appropriate.

6. Following the EIS intervention session, the field supervisor shall complete section two of the Performance Review Form, documenting the agreed upon details of the intervention plan. The supervisor and the member shall sign the performance review, indicating concurrence with the intervention plan. The completed plan shall then be given to the officer-in-charge and commanding officer for their signatures before it is returned to the EIS Unit.
7. At appropriate intervals outlined in the intervention plan and in all cases after 90 days, 180 days and 1 year from the date of the intervention, the field supervisor shall conduct a follow-up. For 90 day, 180 day and 1 year follow-ups, the EIS Unit shall forward a copy of the signed performance review to the member's commanding officer who will ensure the field supervisor completes section three of the performance review. If the member's field supervisor has changed since the initial review or is otherwise unavailable, the member's commanding officer shall assign another supervisor to complete the follow-up. If the member has been transferred or loaned to a different unit, a supervisor at the member's current assignment shall handle the follow-up. The performance review form (for 90 day, 180 day and 1 year follow-ups) shall be returned to the EIS Unit within 7 days of receipt by the unit's commanding officer.
8. Extensions to any deadline (performance review, intervention or follow-up) shall be approved by the EIS Unit and will only be granted in exceptional cases. All EIS paperwork is confidential and may be viewed only by the member, member's supervisor, commanding officer or officer-in-charge and members of the EIS Unit. Upon completion, all copies (paper and digital) of the EIS paperwork shall be retained only at the EIS Unit. There shall be no station copies of EIS paperwork.


WILLIAM SCOTT
Chief of Police

Per DB 19-156, both sworn and non-sworn members are required to electronically acknowledge receipt and review of this Department Bulletin in HRMS. Any questions or clarification regarding this policy should be made to sfpd.writtendirectives@sfgov.org who will provide additional guidance about the directive.

SFPD Early Intervention System

EIS Performance Review / Follow-up

Instructions: Complete Section 1 for Performance Reviews, Section 2 for Intervention and Improvement Plans, and Section 3 for Follow-ups. Forward a copy of this form to the EIS Unit whenever a section is completed. Contact the EIS Unit (415-837-7393) if there are any questions.

Member's Name: _____

Supervisor's Name: _____

Member's Star: _____

Supervisor's Star: _____

Member's Rank: _____

Supervisor's Rank: _____

Member's A# _____

Supervisor's A#: _____

Section 1: Performance Review

Instructions: Complete this section whenever a subordinate has met or exceeded an EIS threshold, as per the EIS bi-monthly Report. Examine all relevant aspects of the member's performance in order to determine whether a pattern of at-risk performance exists. Summarize your findings below for each indicator present on the EIS alert. Per DGO 3.19, performance reviews must be completed within 21 calendar days of receipt.

Date of EIS Monthly Report: _____ Response Due Date (21 days max): _____

Summary of Performance Review (attach additional sheets if necessary):

Conclusion (check one):

This performance review indicates that there is a pattern of at-risk behavior. I recommend that an intervention be initiated.

This performance review does not indicate a pattern of at-risk behavior. I have reviewed all the alerts with the member and discussed their work performance with them. I recommend that the EIS Alert be cancelled.

Section 1 (Continued):

The EIS review was completed on_____.

By signing below, the member and supervisors agree that this EIS alert review took place and should be closed at this time.

Member's Signature: _____

Supervisor's Signature: _____

Member's Name: _____

Supervisor's Name: _____

Date signed: _____

Date signed: _____

Lieutenant's Signature: _____

Captain's Signature: _____

Lieutenant's Name: _____

Captain's Name: _____

Date signed: _____

Date signed: _____

Section 2: Intervention and Improvement Plan

Instructions: Complete this section whenever a performance review indicates that a pattern of at-risk behavior exists. Summarize the Improvement Plan that has been agreed to by the supervisor and the subordinate. The supervisor/Sergeant, Lieutenant, Captain and the subordinate must sign below. Forward a copy of this to the EIS Unit after the subordinate and all supervisors have signed it. Attach additional sheets as necessary.

Goal (What needs to be improved / changed?):

Performance Objectives (What needs to be done to reach the goal? Should be specific, measureable, attainable, results-oriented, and time-limited):

I have read the Improvement Plan above, and I understand and agree to abide by its terms and conditions as indicated.

Member's Signature: _____

Supervisor's Signature: _____

Member's Name: _____

Supervisor's Name: _____

Date signed: _____

Date signed: _____

Lieutenant's Signature: _____

Captain's Signature: _____

Lieutenant's Name: _____

Captain's Name: _____

Date signed: _____

Date signed: _____

Section 3: Follow up

Instructions: Complete this section 90 days, 180 days and 1 year after the intervention and improvement plan was initiated. Forward a copy of this to the EIS Unit after each follow-up is complete.

90 Day Follow-up

Date Completed: _____

Supervisor's Name: _____

Progress has been (Check one):

Satisfactory Less than Satisfactory

Comments:

180 Day Follow-up

Date Completed: _____

Supervisor's Name: _____

Progress has been (Check one):

Satisfactory Less than Satisfactory

Comments:

1 Year Follow-up

Date Completed: _____

Supervisor's Name: _____

Progress has been (Check one):

Satisfactory Less than Satisfactory

Comments: