



## MEDFIELD POLICE DEPARTMENT

POLICY NO. 4.30

# EARLY INTERVENTION AND EAP

MASSACHUSETTS POLICE  
ACCREDITATION STANDARDS  
REFERENCED: **22.2.3, 22.2.6, 35.1.9**

ISSUING AUTHORITY:

Michelle Guerette  
Chief of Police

DATE OF ISSUE:  
07/09/2023  
EFFECTIVE DATE:  
07/09/2023  
REVISION DATE:  
10/31/2025

### BACKGROUND:

The Medfield Police Department is committed to providing employees with as safe and stress-free a work environment as is possible. When controllable or preventable negative factors adversely affect an employee's performance, the Department will endeavor to identify and remedy the factors as quickly as possible as a means of early intervention, and before those factors manifest themselves into a disciplinary issue.

Often, certain signs which are detectable in an employee's performance indicate a need for remedial training, additional supervision, or a referral to the town's Employee Assistance Program (EAP), or other similar non-disciplinary interventions. Failure to provide officers with such assistance could produce unwanted and unnecessary results. Therefore the Department shall endeavor to provide confidential, appropriate, and timely problem assessment services to all of its employees. **[22.2.6 (c)]**

By using early identification of criteria that indicate potential problems, it is often possible to save an employee's career. Informal supervision, rather than more formal discipline, is used to correct behaviors rather than punish them. When supervisors take a more active and concerned role, their relationship with employees is enhanced, and so is the Department's performance.

### POLICY:

The Medfield Police Department works to assist employees in achieving their personal and professional best. The Department will help employees to identify and resolve the causes of behavior that result in citizen complaints, disciplinary action, or are potential sources of liability. Supervisors will work with employees as mentors, coaches, or referral agents, to bring about mutually beneficial changes, enabling employees to reach their full potential. Because of the sensitive nature of some of these situations, supervisors shall be held to the highest ethical standards when it comes to safeguarding an employee's personal information. **[22.2.6]**

### **PROCEDURES:**

The Deputy Chief or his designee shall serve as the Early Intervention System (EIS) Supervisor and shall be responsible for collecting information on events that may trigger the Department's Early Intervention System. **[22.2.6 (f)]**

#### ***Criteria for Early Intervention [35.1.9(a)] [22.2.6 (e)]***

First Line supervisors must be attuned to potential problems that may negatively affect an employee's work performance and should use indicators to determine whether there is a pattern of activity that suggests the existence of a problem. These indicator patterns may include, but are not limited to, the following:

1. Poor performance evaluations;
2. Citizen complaints;
3. Injuries to prisoners or detainees while being taken into custody, or in custody (as opposed to those prisoners injured prior to police intervention);
4. Arrest reports involving complaints filed by arrestees;
5. Use of force reports;
6. Crash reports involving Department owned vehicles;
7. Civil suits;
8. Violations of general orders, memorandums, rules and regulations; and
9. Poor attendance, or attendance that indicates a potential problem;
10. Personal Issues.

As a guideline, when an employee has more than one incident in a month, three incidents in a quarter or five incidents in a year, the Department's Early Intervention System may be activated. However, the supervisor may use their discretion if there are mitigating circumstances relating to any of these thresholds. If for example, an employee has met one of these thresholds because they were involved in two motor vehicle accidents where they were not at fault, and their immediate supervisor does not feel that the incident warrants implementation of the EIS, then that supervisor will not be

required to file a report with the Deputy Chief or his designee in his capacity as EIS Supervisor. However, a supervisor should always file an EIS report when there is a serious incident involving an officer, information from his immediate family regarding a serious incident, or based on reports from other Department members, regardless of the number of occurrences. **[35.1.9(b)] [22.2.6 (e)]**

EIS reports shall include the following:

1. Details of the pattern of behavior that raised the concerns of the reporting supervisor;
2. Other behaviors that the supervisor feels may be relevant; and
3. Recommended action, if any.

#### ***Supervisor's Responsibilities [35.1.9(d)]***

When the EIS Supervisor receives an incident report regarding an employee he shall do the following:

1. Review other Department documents, incident reports, or court documents, if needed, to gain a better understanding of the incident(s) covered by the EIS report;
2. Provide the Chief of Police with copies of all completed reports and recommendations for his approval prior to implementation. The EIS Supervisor shall assure that remedial or referral plans are implemented through the reporting supervisor, or the appropriate Department resource, including EAP. **[35.1.9(e)]**

After reviewing the background, the EIS Supervisor may take the following actions, or any actions that he feels will resolve the problem:

1. Meet with the employee(s) to discuss the contents of the report, and explain to the employee the purpose of the meeting, and the circumstances that caused the EIS Supervisor to become involved;

NOTE: Whenever the EIS Supervisor has a discussion with an employee where the incident in question may result in discipline, the EIS Supervisor should inform the employee of that fact at the outset of the discussion.

2. Explore the need for a professional referral to help identify and deal with any underlying difficulties that may have contributed to the incidents; **[22.2.6 (b)]**
3. Assist with additional training if required;
4. Schedule additional meetings, if needed, to monitor progress or help identify or resolve issues; **[22.2.6 (b)]**
5. Provide the employee with a copy of the EIS report and afford the employee the opportunity to add comments regarding the incident;

6. Refer the employee to the EAP Network, 800-333-6624, [www.eapnetwork.com](http://www.eapnetwork.com).  
[35.1.9(f)] [22.2.6 (b)]

7. Complete the appropriate documentation of the meeting(s), listing agreed-upon or recommended action, and specify a reasonable timetable for monitoring to verify progress and/or resolution.

#### ***EIS Records***

Documentation from the EIS Supervisor shall be considered part of the employee's personnel file if it relates to discipline. When the employee's conduct that served as the basis for the EIS action does not reoccur for one year, that conduct will not be used as the basis for departmental discipline, and the employee may petition the Chief to have it purged from his file. EIS records that are strictly personal, and are not related to discipline, shall not become part of the employees personnel file, and shall be purged as soon as possible with the intent of protecting the information.

#### ***Annual Review [35.1.9(c)]***

The EIS supervisor will arrange for an annual review of EIS reports, excluding employees names, by all appropriate command level employees. The intent of the review shall be to recommend a plan for helping employees avoid incidents reflected in such EIS reports. If indicated, changes may be made to the Department's training program. This may involve notifying outside agencies, including the Municipal Police Training Committee, of possible deficiencies or areas needing additional emphasis.

Should the EIS reports point to a need for additional human resources services, the Chief will attempt to secure the same. This may include such services as substance abuse programs, family therapy services, or stress counseling. The Chief may also involve the union(s) in evaluating the Early Intervention System. A summary of recommended changes, excluding employees' names, may be provided to each union during this process.

#### ***EAP***

The Medfield Police Department recognizes that problems of a personal nature can have an adverse effect therefore we have established and will maintain an Employee Assistance Program (EAP). The EAP is designed to deal with life problems such as alcohol or drug abuse, marital conflict, emotional or behavioral disorders, family, physical, legal, financial, and other personal problems.

EAP is a confidential benefit to our employees. Participation in EAP will not jeopardize an employee's job security, promotion opportunities or reputation. All records and discussions of personal problems will be handled in a confidential manner and will be maintained separately and apart from personnel records by our EAP provider.

It is the intention of the Department, and the goal of this program, to assure any employee with a problem, that any request for treatment or assistance will not jeopardize his job security or rights. Continued failure of employees to seek and pursue treatment when their job performance and attendance are affected will be handled under the normal disciplinary process.

It is our purpose to reduce problems in the workplace and retain our valuable employees. This policy does not alter or replace existing rules or agreements, but serves as an adjunct to assist in their utilization.

This program is available to all employees and their extended family, and there is no charge for the initial assessment or short-term services. However, costs incurred for ongoing treatment, problem solving, or rehabilitation that are not covered by insurance or other benefits will be the responsibility of the employee.

For confidential and professional assistance call **EAP Network** at 800-333-6624 any day, 24 hours a day. **[22.2.6 (a)(b)(c)]**