



CITY OF MADISON POLICE DEPARTMENT  
STANDARD OPERATING PROCEDURE



## Supervision and the Early Intervention System

Eff. Date: 5/16/2019

### Purpose

The Madison Police Department's members are its greatest asset. The Department has a responsibility to its employees and the community to identify and assist employees who may be experiencing job stress and/or personal problems that may adversely impact job performance.

Members of the MPD understand that that as police officers and civilian employees, they are frequently exposed to stressors unique to most other professions. While the effects of significant singular stressful incidents are more well known, the cumulative effects of daily stressors can also have a significant impact on employees.

The MPD's peer support program provides a core group of personnel who are trained to provide support, information and referrals to employees and family members who are seeking assistance whether it is related to a critical incident, day-to-day work stress or personal life stress. The City of Madison also maintains and promotes an Employee Assistance Program (EAP) that helps employees and their family members/significant others deal with personal, behavioral, or medical problems.

The Madison Police Department's Early Intervention System (EIS) attempts to support and guide an employee, before problems evolve, and mitigate behaviors that may result in performance related problems by individual members. The EIS depends on and includes:

- Pro-active supervisory involvement.
- Sharing data pertaining to work stressors specific to individual employees within the supervisory chain of command.
- When stressors or concerns are identified, supervisory interaction, follow-through, planning and documentation is required. Proactive supervision promotes not only health and well-being; it also ensures accountability for expectations in performance.

### Definitions

- A. STRESSORS - Identified experiences that can challenge the resiliency of employees.
- B. CONCERN – A matter of interest that causes a supervisor or peer to feel unease, uncertainty or apprehension.
- C. INTERVENTION - A proactive supervisory engagement intended to provide resources, support, and coaching as needed.

### Procedure

The EIS is a non-disciplinary process designed to support employees through regular, proactive supervisory engagement. All employees are encouraged to be good guardians to one another and to notify a supervisor if there are concerns about the welfare of another MPD employee.

## Supervisors

It is the expectation that all supervisors actively engage subordinates, and offer support to them when they observe or identify opportunities to assist.

Supervisors shall regularly do the following:

- Participate in Management by Walking Around (MBWA) and engage their employees in meaningful conversation regarding their well-being and performance. This should occur once per quarter at a minimum.
- Review available employee data monthly (EIPro, Telestaff, etc.) and in conjunction with MBWA meetings, and provide support to their employees when a concern or opportunity is observed or identified.
- Supervisors should communicate any concerns and/or opportunities to assist to appropriate personnel in the chain of command. This communication should be done via email, written memorandum or verbally in person.
- While reviewing available data, supervisors will consider each employee's data in comparison to others they supervise and to other peers in considering whether a personnel check-in should occur. A personnel check-in should be considered if/when a concern is identified. A personnel check-in with the employee is in addition to the routine contacts occurring during MBWA, but may not be necessary if the supervisor has already discussed the incidents with the employee or if they are familiar with the circumstances.
- Regularly review other stressors beyond what is captured in EIPro (to include those listed below).
- Review shared information regarding employee stressors with others in the Command Team, so they are aware of issues that may have a negative impact on the well-being and performance of all of their subordinates.
- Update their Command Team each quarter via email or written memorandum to document that MBWA meetings are occurring and available data has been routinely reviewed.. The Command Team must ensure that MBWA meetings, personnel check-ins (as needed) and all related communication are occurring each quarter.

**Stressors**— Various MPD systems have data regarding common stressors for staff. The purpose of sharing this information is to ensure supervisors have a more thorough understanding of what additional stressors their subordinates are exposed to, and to prompt further discussion as to what action, if any, is appropriate. The lists below are some examples of what can contribute to employee stress.

### Commissioned Personnel

- Vacation/Leave denials
- FMLA applications
- Worker's compensation/Injuries
- Bereavement leave
- Use of exigency leave
- Denied specialized training or assignments
- Excessive work volume
- Holdovers
- Invitations to participate in critical incident debriefings

### Non-Commissioned

- Vacation/Leave denials
- FMLA applications
- Worker's compensation/Injuries
- Bereavement leave
- Use of exigency leave
- Denied specialized training or assignments
- Excessive work volume
- Vicarious trauma/exposure to critical/sensitive cases
- Vehicle crashes
- Audits (email)

- Cases involving death/significant injury
- Use of force
- Firearm discharges
- PSIA internal/external complaints
- On-duty crashes/pursuits
- Audits (MDC, email, Arbitrator, Use of Force reporting)
- PSIA internal/external complaints

**Personnel Check-ins** - For the purposes of this procedure, personnel check-ins are defined as a process in which a supervisory officer meets with an employee in a non-disciplinary setting to discuss the member's performance and well-being. This check-in may result in any of the following interventions:

- No Further Action – The meeting with the employee is all that is needed, and no further action is warranted.
- Supervisory Coaching – Coaching sessions are a pro-active, positive tool to assist employees in reaching a higher level of effectiveness and to improve their well-being.
- Recommendation for Authorized Departmental Training - Training may be provided to improve overall understanding that ultimately will aid in the professional or personal development of the employee.

An offer of EAP as a resource may be provided to the employee, but never mandated.

After a personnel check-in, the supervisor will consult with their command team to determine what, if any, additional action or communication will be required beyond what is expected for normal MBWA. When intervention strategies are recommended to assist the employee, the lieutenant on the Command Team shall work with the direct supervisor of the employee on implementation.

Communications of personnel check-ins should not include highly personal information or medical conditions. Any communication of personnel check-ins shall not be used or reviewed for the purposes of determining eligibility for participation in specialized positions or promotional processes.

Supervisors should not wait for patterns or trends to emerge before checking-in with their employees. If a supervisor identifies and addresses any concerns with their officers as a result of a check-in, any follow-up shall be documented accordingly. Intervention services recommended and documented through this process are not considered discipline.

After an employee transfers into a new area, district or unit, that first line supervisor and command staff shall review the new employee's EIS data.

## Records

All EIS records are personnel records subject to specific rules and law and therefore shall be retained per the established City of Madison records retention schedules.

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