





POLICIES AND PROCEDURES MANUAL

	PERSONNEL EARLY INTERVENTION SYSTEM	
	POLICY NUMBER: 35-2	ISSUING AUTHORITY 
	EFFECTIVE DATE: June 12, 2025	Christine A. Elow Police Commissioner

I. GENERAL CONSIDERATIONS AND GUIDELINES

The Personnel Early Intervention System (PEIS) serves as the framework for establishing sound review processes in support of personnel. The early identification of employees who may require counseling, training, or remedial action can increase accountability and offer employees a better opportunity to meet expectations.

The system should be initiated when certain types of incidents or conduct reach predetermined levels. In such cases, an evaluation of information related to the employee's performance and behavior should be conducted. Such information can help to determine what level of intervention is required and may include, but not be limited to citizen complaints, disciplinary actions, use of force incidents, internal affairs investigations, attendance records, and on-duty accidents and injuries.

The department may 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. The purpose of a PEIS is to try to avoid such cases.

II. POLICY

It is the policy of the Cambridge Police Department to:

- A. provide a Personnel Early Intervention System so that problems of conduct, patterns of behavior, or unsatisfactory performance are identified early and addressed before they become unmanageable;
- B. provide clear guidelines on the use of the system; and
- C. ensure the PEIS conforms to applicable law, Collective Bargaining Agreements, and/or policies and procedures.

III. DEFINITIONS

- A. *EAP*: Employee Assistance Program.

IV. PROCEDURES

- A. 35.1.9 (M) Personnel Early Intervention System

1. The department shall provide a PEIS to identify employees who may require intervention. The system shall include the following.
 - a. Behaviors or actions subject to review.
 - (1) Behaviors subject to review may include, but not be limited to, citizen complaints, disciplinary actions, excessive use of force incidents, professional standards investigations, attendance records, on-duty accidents and injuries, and disproportionate use of the disorderly conduct charge.
 - b. Threshold for activation of the system.
 - (1) An employee will be identified in the PEIS when they have been the subject of three identifiable actions, as listed in the “behaviors or actions subject to review” section above, within any twelve-month period, regardless of the investigative finding.
 - c. Review of identified employees.
 - (1) Once an officer is identified, an *alert letter* will be forwarded to their commanding officer including information regarding patterns of behavior or performance and a Return Form A for the commanding officer to fill out and send to the Professional Standards Unit.
 - (2) Depending on the situation, counseling may be the only step necessary, bringing awareness to the officer and supervisor of the department’s concerns. Retraining, stress management, or further counseling may be an option at this time.
 - d. Reporting requirements of conduct and behavior.
 - (1) Reports generated as a result of the PEIS will remain within the records of the Professional Standards Unit. However, any formal retraining or counseling will become part of the officer’s personnel file.
 - e. Documented annual evaluation of the system.
 - (1) Annually, the Lieutenant of Professional Standards shall conduct an evaluation of the system, to include all entries, complaints and investigations, and other disciplinary issues.

- (2) The annual evaluation shall include a review of all employee counseling and entries in IA Pro.
 - (3) A report of the review shall be forwarded to the Police Commissioner or designee and a copy to the president of each union.
- f. Supervisor Responsibilities.
- (1) First level supervisors are responsible for monitoring the daily activities of subordinates and for providing coaching and guidance. This includes both matters of behavior and performance. Minor deficiencies may be handled on a personal level through verbal discussion.
 - (2) When a supervisor believes that verbal discussion is not sufficient, the supervisor shall enter the issue into Blue Team.
 - (3) Second level supervisors are responsible for follow up on all Blue Team entries.
 - (4) The commanding officer of the unit in which an employee has been identified in PEIS will review the daily reports from the supervisor. At the end of each week, the commanding officer will meet with the officer and the supervisor to review the previous week's activities.
 - (5) If within a six-month period following the initial identification within PEIS, an additional action is received against an officer, a second stage of counseling will take place with the employee's commanding officer and the commanding officer of the Professional Standards Unit. This meeting will include identification of problem areas, specific referrals, and a course of action.
 - (6) In such cases, at the beginning of each tour of duty for a minimum of two weeks, the supervisor will provide specific tasks and directions. If the complaints are service related, the supervisor will respond to at least two calls for service with the officer or shortly after the officer has cleared the call. Supervisors may interview complainants or victims.
 - (7) If the officer who is identified in the system is assigned to station duties, the supervisor will review all reports, records, forms, or other work products completed by the officer during the tour of duty and ensure that the work meets department standards.
 - (8) The supervisor will monitor all activities performed by the officer in accordance with these guidelines and will prepare a detailed report to the commanding officer at the end of the tour of duty for each shift to include the following.
 - (i) Instructions and specific tasks and directions provided to the officer at the meeting.

- (ii) A detailed assessment of the officer's performance and comments obtained from the interview of the complainant, victim, or other reporting party.

- (iii) All reports, records, or other work products completed by the officer during the tour of duty and reviewed by the supervisor.

g. Remedial action.

- (1) Remedial action may take the form of close monitoring and counseling, mandatory or voluntary participation in training, progressive discipline in conformance with the CBA, and referral to the EAP provider.

h. Employee assistance.

- (1) Participation in EAP may be voluntary and, in some cases, mandatory at the discretion of the Police Commissioner.

- (2) The Peer Support Team is available to all members of the department as needed.