

**NEW CANAAN POLICE DEPARTMENT**

**SUBJECT: EARLY IDENTIFICATION SYSTEM**



**GENERAL ORDER NUMBER: 03-02-110**  
**FILE:**

**I PURPOSE/POLICY**

The purpose of this general order is to establish policy and procedures for identifying employees that may be experiencing difficulties in the workplace and providing resources to the employee at the early stages of the problem.

Employees are the most important resource of the department. Supervisors will make every effort to identify employees who have issues that negatively impact their ability to effectively do their job and will make every effort to resolve such issues in an appropriate manner, consistent with department policy and procedures. In doing so, both the employee and the department benefit.

**II RESPONSIBILITY**

It shall be the responsibility of all departmental personnel to adhere to this general order. It is the additional responsibility of the Division Commanders and/or Chief of Police, to insure its compliance.

**III PROCEDURES**

**A Supervisor Responsibilities**

1. First Line Supervisors and Management must be attuned to potential problems/behaviors that may negatively affect an employee's work performance. Sometimes underlying personal problems are manifested in the workplace through inappropriate employee conduct.
2. Due to the nature of the patrol schedule, patrol personnel are not always consistently supervised by one supervisor. Therefore, when considering an appropriate response to employee misconduct, supervisors need the ability to reference collected material (listed in section 4, a-i) concerning the effected employee. A review of this material can determine whether there is a pattern of activity that indicates the existence of a problem.
3. Upon being made aware of any problems/behaviors determination which may negatively impact an officer's performance or investigating any possible disciplinary action as referenced in General Order 98-8-96, Disciplinary Procedures, Acting Sergeants, Sergeants or Lieutenants will forward a brief memorandum to the Commander of Operations. The memorandum will contain:
  - a. The potential for disciplinary action (if any)
  - b. The name(s) of the officer(s) being examined, and
  - c. A brief summary of the problem/behavior or complaint

4. Upon receipt of the memorandum, the Commander of Operations will make the following documentation, from administrative files, available to the reporting supervisor:
  - a. Performance evaluations of the officer(s)
  - b. Summary of citizen complaint records, if any
  - c. Summary of attendance records
  - d. The record of prior disciplinary actions, if any
  - e. Findings of reported use of force incidents, if any,
  - f. Summary of prior internal investigations, if any
  - g. Summary of traffic accidents, if any
  - h. Summary of worker's compensation claims, if any
  - i. Summary of documented work-related accidents, if any
5. The supervisory review of this documentation will occur in a manner that maintains the security and confidentiality of the information.
6. If a review of the above documentation reveals any concerns about a pattern of misconduct on the officer's behalf, the Sergeant or Lieutenant investigating the misconduct will schedule a private meeting with the officer and the Commander of Operations to discuss the potential for remedial action or intervention to address the misconduct, rather than formal discipline. Such alternatives to discipline include:
  - a. Referral to Public Safety Employee Assistance Program (EAP)
  - b. Training/counseling sessions with designated department personnel
  - c. Recommending clinical evaluation and/or testing
  - d. Providing remedial training from an outside agency
  - e. Peer counseling with an EAP-trained department member.
7. Following the meeting, a decision will be reached between the Supervisor and the Commander of Operations on whether the misconduct will be addressed through remediation, referral or formal discipline. Notice of the decision will go to the affected officer and the officer's evaluating supervisor. If discipline is invoked, notice will also be placed in the officer's personnel file.
  - a. Remedial action or training will be in accordance with General Order 98-8-96, Disciplinary Procedures.
8. Civilian Staff are not regularly supervised by sworn first line supervisors. However, Acting Sergeants, Sergeants, and Lieutenants have regular professional interaction with civilian staff members; thus first line supervisors can become aware of problems/ behaviors that may negatively affect an employee's work performance in the same manner as sworn officers. When First Line Supervisors are made aware of problem behaviors of civilian staff, they

should immediately notify the Commander of Operations via memorandum. The Commander of Operations will coordinate with the Commander of Staff Service and The Town Human Resources Director in regards to any potential disciplinary action; alternatives to discipline are the same for civilian staff as noted in III A 6 (a through e) above.

**B**     Management Responsibilities

1.     Supervisory and Administrative staff are subject to the same procedures as officers as outlined in section III.
2.     The Commander of Operations is responsible for reviewing, as they are reported, all documentation previously listed in section III, A, 4, a-i. The Commander of Operations may, based on this review, call for a private meeting with any employee and their evaluating supervisors, if they are found to be developing a pattern of less serious misconduct. The purpose of the meeting is to determine if remedial action or a referral would be appropriate for the officer.
  - a.     The Commander of Operations shall maintain the Personnel Early Warning System Confidential Worksheet for all department personnel and add data as it received.
  - b.     The Commander of Operations shall forward a completed copy of the Personnel Early Warning System Confidential Worksheet to the Chief of Police at least once annually.
3.     The Commander of Operations will annually evaluate early identification system records to determine the effectiveness of the system, and recommend any changes to the system that would allow for the program to be more responsive to the needs of the employee and the organization. Recommendations for change(s) shall be forwarded to the Chief of Police for review and approval.

**C**     Training

1.     Supervisory and other affected personnel will receive training in any changes via Roll Call or other training programs.
2.     Supervisory personnel will receive training from the department EAP on:
  - a.     The available resources to the EAP
  - b.     Appropriate cases for referral
  - c.     Confidentiality guidelines, and
  - d.     Appropriate cases for emergency response

**IV**    **SUMMARY**

This policy and procedure is meant to provide general guidelines to New Canaan Police Department personnel with regard to an early warning intervention program.

This policy and procedure is for New Canaan Police use only and is not meant to enlarge an employee's criminal or civil liability in any way. It should not be construed as the creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violations of this general order, if proven, can only form the basis of a complaint by this department, and then only in an administrative proceeding.

**V. DISTRIBUTION**

This general order will be reproduced in electronic and traditional media. All personnel shall have access to Department General Orders through a read-only file on their individual domain of the Department's computer network. Printed copies and/or CD's will also be placed in locations throughout headquarters so that they are easily accessible to all personnel.

**VI. EFFECTIVE DATE**

This general order was approved by the Police Commission May 20, 2003 and is effective May 20, 2003.

Revised:  
November 2012  
June 2019

Per Order,

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Leon M. Krolikowski  
Chief of Police