



Phoenix Police Department - Jack F. Harris



Early Identification & Intervention



THE BENEFITS

Presented by
Sergeant Ron Snodgrass



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ASSIST EMPLOYEES WITH SUCCESS

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ASSIST EMPLOYEES WITH SUCCESS



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- What is the easiest thing for a supervisor to do when they have an employee in need of special assistance to be successful? (Nothing)

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ASSIST EMPLOYEES WITH SUCCESS



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- We need to make employees believe that we want to use non-disciplinary options to help them be successful.
- We need to make supervisors understand that helping the employee today “may” avoid hundreds of hours spent conducting an administrative disciplinary process in the future.

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ASSIST EMPLOYEES WITH SUCCESS



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- Discuss issue/s with employee and determine if any intervention is needed.
- If intervention is needed get an understanding with employee about expectations and document these meetings and discussions in employee's notes.
- Identify any risk exposure and future liability.

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SECURE EMPLOYEE BUY-IN

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EMPLOYEE BUY-IN



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- Union involvement from the beginning
- It helps identify problematic behaviors that could lead to employee failure.
- It will insure supervisory accountability.
- It should reduce liability and future risk to the employer.
- The program uses **non-disciplinary** intervention options for employee success.

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PPD Intervention Options

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- Recommend policy revisions & additions
- Mandatory individual training
- Coaching documented in employee's supervisory notes (non-disciplinary)
- Recommend departmental training needs
- Referral to counseling with a mental health care professional (voluntary or mandatory)
- Referral to City Mediation Program (voluntary)
- Peer Support Program referral (voluntary)
- CISM intervention referral (voluntary)
- Police Chaplain referral (voluntary)
- Referral to human resources
- 90 day monitoring program with employee's first level supervisor
- Work Fitness Evaluation (Mandatory)
- Temporary reassignment
- Transfer

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EMPLOYEE BUY-IN



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- System access
- The focus group determined we would give all rank and file, civilian and sworn employees access to their own information. The unions and employees loved this. **“NO SECRETS”**
- This was a huge home run for our program. The employees loved it to the tune of a 90% positive response to a survey we conducted.

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EMPLOYEE BUY-IN



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- Seeing the thresholds
- All employees also have access to their own **threshold data screen** and can see exactly where they stand.
- Remember, **“NO SECRETS”**

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EMPLOYEE BUY-IN



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- We created an electronic notification “data fix” system to help correct bad data and document the corrections.
- We normally fix data errors within 24 hours which employees love.

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EMPLOYEE BUY-IN



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Non-electronic referrals

This was a recommendation from members of our police family who hadn't been helped in the past and struggled with success.

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EMPLOYEE BUY-IN

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Who is the first to know when an employee is struggling and in need of assistance for continued success?

Supervisors

Fellow employees

Family and friends

Employees themselves

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TRAINING

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TRAINING

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Training is critical to the success of any early intervention program.

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TRAINING



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- By reviewing historical information about police early intervention in America we knew employee buy-in was imperative.
- We began planning a massive training and education program.
- We started with the smallest group, executive staff. They liked it.
- We followed with all first & second level supervisors. Surprisingly, these supervisors were very reluctant because it's more work.

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TRAINING

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- If you want true employee buy-in you better educate.
- Lack of knowledge by the employees you are trying to help will be the death of your program.
- Rumors, suspicion and a common distrust of management are age old problems. Especially if you house the project in Internal Affairs.
- You must educate.

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TRAINING FOR WHO?



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- Executive staff
 - About the project
- First and second level supervision
 - Access
 - Expectations
- Rank and file
 - Access
 - Expectations
- The bad news is all of this training takes a lot of time when you have 4100 employee department. **This applies to everyone.**

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SUPERVISORY ACCOUNTABILITY

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SUPERVISORY ACCOUNTABILITY

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- We created an extensive **CASE MANAGEMENT SYSTEM** to make sure that all employees get the help they need in a timely manner.
- We make sure that three levels of supervision know about each employee review.
- We hold supervisors to a time line (21 days) for supervisory review and response.

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SUPERVISORY ACCOUNTABILITY

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- So what else did we find out?
- We needed to do **more supervisory training** on what expectations we had of supervisors when conducting an employee review then making them responsible.
- Also how to better deal with employees in need. (More training on communications and coaching skills & information about generational issues)
- We are looking for employee success using a **non-disciplinary process**. This concept is new to policing since we have depended on discipline for change for so many years.
- You must educate and make the students believe in the project for success.

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COMMUNITY INVOLVEMENT

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Community involvement?

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- If you haven't figured it out the community you serve is critical to the success of your police organization.
- When it comes to problem solving you need to invite them to the table and let them participate in your project and hear the success stories.
- The sooner they realize that we are human, have problems and need help for success like them, the better the relationship will become.
- Allow them to suggest changes to system.

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In summary

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The benefits of Early Intervention

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- Early Identification and Intervention is a lot more than an electronic data base with fixed thresholds.
- It's more than an electronic case management system.
- Don't forget the "HUMAN ELEMENT" and the ability to do referrals.
- And don't forget you're a Police Family!

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The benefits of Early Intervention

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- A successful early identification and intervention program will help your police family and get your agency one step closer to your other family. (The Community)

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THE END

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